Type Dynamics Indicator - TDI®

User's Guide Version v1.3

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Type Dynamics Indicator - TDI®

(incorporating the Learning Styles Indicator – LSI)

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Foreword by Roy Childs

My introduction to Jung was as a Psychology student where he was mentioned in an aside during a single lecture over the whole period of study. It is fair to say that Jung had not really impacted mainstream academic psychology in the 1970's. My first serious attempt to understand Carl Jung's work was when I began to use MBTI® back in 1985. I read much of the MBTI® literature and, in fact, became one of the first trainers recognised by the British Psychological Society to train people in its use in the UK. However, I became more and more aware that there was something missing. I therefore took a leaf out of my own book which was to 'go back to source'. Whenever I have tried to learn things based on the great thinkers in my discipline I have eventually gone back to find out what they said themselves. I have had the good fortune to get to know some of the great thinkers in the area of Personality Questionnaires such as Ray Cattell (pioneer in bringing rigour to the measurement of personality and author of the 16PF®) who asked my company, Team Focus, to act as his UK hosts for a series of seminars in the UK during 1990 – 1992. During these 3 rich years I got to know him and his thinking in a way that the books simply don't tell it! Similarly, I met Will Schutz (author of FIRO®) in 1990 and our developing relationship led him to invite Team Focus to become the UK distributors for his latest (and best) FIRO® questionnaires in 1996.

Unfortunately I did not meet Carl Jung – he passed away when I was ten years old. That has not prevented me from studying his writings and being inspired by his ideas and insights. It is unfortunate that many psychologists ignore or criticise him without having taken the time to understand – although I accept that his writings can be very difficult to follow at times. However, my own reading has shown me that he adds a much-neglected ingredient to psychology. Those who have studied the history of psychology will recognise its need and desire to be accepted as a science. This led to a great emphasis on experimentation, description and explanation which are all very worthy and useful. However, it has tended to focus on looking backwards, on finding antecedents and on seeking physiological causes. Thus Freud became obsessed with what happened in the first five years of an infant's life. Skinner tried to explain everything in terms of a history of punishment and reward.

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Such approaches discover only partial truths and it was inevitable that there would be a reaction to these approaches. One of the most significant became known as the humanist movement which attempted to re-establish the value of personal experience and which rejected an increasingly mechanistic view of human beings. My purpose is not to denigrate the scientific approach – in fact Jung saw himself very much as a scientist, but he also saw himself as much more. He said that science provides a fantastic window on life and has tremendous power to explain – but that it cannot explain everything. As he says in his book entitled *"Synchronicity"*, science is just another way to understand the world; it contains its own biases and assumptions. He poignantly asks the question as to whether there is anything in the world which is a unique event? If we assume for a moment that there is then how would science deal with it? The answer is that science would demand replication – a core element of scientific method. Since the event was unique it cannot be replicated and so science would be blind to it. This is a clear illustration of how every approach to understanding the world makes key assumptions that will spawn its own important (but necessarily narrow) range of questions and hence only provide partial answers.

Jung attempted to be far more holistic and eclectic in his approach to understanding the human condition. I believe he laid a foundation for the humanists who came after him. I believe he provided a framework in which to understand books like *"Man's Search for Meaning"* (by Viktor Frankl in which he describes his heart-searching experience of surviving the concentration camps). Such books demonstrate the incredible power of the human spirit and how it appears to rise above an individual's history and current circumstances. Frankl's book made me incredibly aware of how we are not just pushed and pulled by our history and current circumstance but how we are guided and motivated by our future. Such ideas go far beyond the scope of this manual and the development of the TDI®. However, Carl Jung was probably the first psychologist to try to understand the human condition in such a clearly holistic and integrated way. His focus on where we are going rather than on where we have been. I find Jung's concept of Individuation to be much richer for understanding how people change and grow than, say, Maslow's hierarchy of needs. In fact Maslow himself was influenced by Frankl and, towards the end of his life, felt that his own 'hierarchy of needs' was too deterministic and that self-actualisation was not the highest need.

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In the end he concluded that self-transcendence was the human soul's highest need which transforms all the others. This strikes chords with Jung's separation of 'the self' from 'the ego'. Jung's focus was on change throughout the lifespan and provides a framework for helping people make sense of what is happening at the multiple stages of life. In fact, Jung believed that the second half of life is as important, if not more important than the first. This begins to address the issues and reality of growing up, of ageing, of wisdom and maturity which are fundamental ideas that resonate deeply with people especially because they are so poorly addressed in mainstream psychology. If the TDI® provides useful stepping-stones to help people explore these and other ideas, it will have served its purpose.

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Introduction

All people are different. Every person has a unique 'signature' that defines him or her. Each person combines a vast array of styles, behaviours, feelings, values etc. This self-evident fact was well understood by the great psychologist and philosopher Carl Jung who showed enormous respect for the uniqueness of the individual. And yet this same man proposed a theory of Psychological Type. On the face of it, this appears to be a contradiction – the antithesis of uniqueness. Surely a 'Type' suggests classification and categorisation. Surely this suggests grouping people by similarity. Surely this leads to the danger of regarding all people classified as a 'Type' as 'the same'.

This manual has its roots in Carl Jung's contribution to understanding human beings and his profound respect for **the uniqueness** of individuals. It is borne out of a desire to make his ideas more easily accessible to many people. However, it is also borne out of a realisation that 'easily accessible' often means 'simplification'. The result can be a loss of the essence.

The development of the Type Dynamics Indicator (TDI®) is offered as a way of combining these almost conflicting elements. Most questionnaires designed to identify Psychological Type certainly simplify Jung's typology. Part of how they do this is by working on the premise of a single, underlying, 'true' Type. Unfortunately this too often leads to over-simplistic beliefs and practices that can misrepresent Type theory. It seems to encourage people to use the model in order to converge on a "classification". Jung recognised this danger and his view is illustrated in his reply to an invitation by Isabelle Briggs Myers (author of the MBTI® or Myers-Briggs Type Indicator) to meet and discuss her work. He replied:

> *"I admit that your statistical line of research is perfectly legitimate, but it certainly does not coincide with the purpose of my book (Psychological Types) which, to my humble conviction, aims at something far more vital than classification."*

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Jung never met Isabelle. However, this exchange provides our challenge for the TDI®. We have taken the complexity of Jung's typology, simplified it into a useable form, and then provided a stepping stone for reconnecting with the vitality that Jung refers to. The result is a more exploratory use of the concept of Type. We have achieved this by challenging the fundamental premise underlying nearly all currently available psychometric questionnaires – the premise that giving one answer to a series of question identifies a 'core' or 'modal' personality. This premise is embedded in the very instructions given for completing the questionnaires. People are required to choose a single response – one which reflects their most 'natural', 'representative' or simply their 'average' self. Most instructions also suggest that the person responds quickly, giving the first answer that comes to them. Both these assumptions are challenged in the TDI®. Building on Jung's theory whereby there is a dynamic interplay between many aspects of our selves – different preferences, many sub-personalities etc. – the TDI® invites people to express two different aspects of themselves. The result has been enormously successful in creating a different starting point for the exploration of Psychological Type – one which acknowledges differences within the individual and hence opens the door to exploration. This is fundamentally different from the process of confirmation that has become almost inevitable with other Type Indicators – often in spite of careful facilitation.

This manual describes the development of the Type Dynamics Indicator, its rationale and links to Jung and its psychometric foundation. Used in combination with *"The Essential Guide Series"* it provides a resource for using the TDI® to help people in their work, their relationships and their lives.

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Section One - Description, background and rationale

What is the TDI®? – a broad description

The TDI® (Type Dynamics Indicator) is a comprehensive approach to measuring Psychological Type published by Team Focus Limited. Based on Carl Jung's theory of the human psyche, it has enormous potential for facilitating change and growth in people, as individuals, in their personal relationships and in their work teams. Carl Jung was one of the first psychologists to formulate a comprehensive theory of how and why people change and develop – and unlike many others, he addressed how this happens on a continuing basis. This means that his approach has enormous application when addressing issues and difficulties at any point in a person's life – from the cradle to the grave.

The concept of 'Type' is often mistakenly viewed as a static way to identify, classify and 'box' people. Paradoxically, its real power is in helping people to change and grow. The development and use of Type Indicators is partly to blame for this misconception about typology since the goal is often presented as 'getting to true Type'. Many people who have been introduced to Type become stuck with this concept and report their 'letters' as some kind of fixed position and even as an excuse. This is an unfortunate consequence of otherwise good intentions.

The TDI® was therefore developed to move the use of Jung's typology into the arena to which it is best suited – to facilitate insight, growth and change. This requires acknowledging the complexity of people's lives and the flexibility we need to achieve in order to be better adapted to an increasingly fast-paced and changing world. This requires shaking off the rigidity of 'my Type' and what is often associated with it – that it is 'innate and unchanging', which is a fundamental misunderstanding of Jung.

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In order to achieve this, the TDI® needed to combine the benefits of identifying a person's Type through their expressed preferences with the Jungian concept of sub-personalities – the view that our personality is made up of the way we manage the many different parts of ourselves. This core concept has been by-passed by all the main personality questionnaires which aim to measure some kind of central or modal personality. For Jung this missed the essence, which involves the dynamic interplay of many parts which, over our lifespan, can become integrated. This process of integration, which he called "individuation", is the primary purpose of development. As we move towards integration we develop our capabilities, become more effective and satisfied – another term for it is that we become more self-actualised (a term coined by Kurt Goldstein in his famous book *"The Organism"* 1934 and developed by both Carl Rogers and Abraham Maslow). It can be seen as a process of maturing and Jung's approach, which pre-dates all of these, gives it greater depth and takes us into other realms including emotional intelligence.

The TDI® makes it easier to enter the Jungian spirit of recognising a person's uniqueness and helping them to manage the many-sided self by acknowledging that people can answer a questionnaire from more than one perspective. This simple change in orientation has a remarkable effect on the way in which the results are viewed and on the conversations that ensue. It manages to do greater justice to the complexity of the theory – and the genuine complexity of real people – whilst keeping it simple-to-use! It does this by:

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- **Eliciting two different but important aspects of the self**: uniquely, the TDI® recognises that people can answer the questionnaire with different mind sets. Unlike other questionnaires which regard this as a problem, the TDI® recognises these as perfectly legitimate expressions of ourselves – in fact it represents the greater reality of how we both experience ourselves and act in the real world. It therefore rejects the concept of a 'modal' self (which leads to the search for a 'best fit Type' and which can lead to certain rigidities) and has replaced it with the concept of a dynamic self – a self that is made up of many parts which are managed and integrated more or less effectively.
- **Providing progressive 'Stepping Stones' into Psychological Type**: the TDI® is a series of simple-to-use questionnaires designed to address different aspects of the theory.
- **Integrating with other models of behaviour and personality**: the TDI® can be used to explore Learning Styles, Psychological Type and Team Roles, all based on Jungian ideas and as part of a progressive build-up and exploration.

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The questionnaires available are:

The Learning Styles Indicator – LSI (a sub-set of the TDI®)
Questionnaire: ▪ Word version ls - a 32-item questionnaire (phrases and word pairs), 6-point scale, takes 6-12 minutes; ▪ Pictorial version ls – a 24-item questionnaire (pictures and words), 6-point scale, takes 5-10 minutes; ▪ Word version ls/Want – a 32-item questionnaire (phrases and word pairs), 6-point scale answered 'the way it is' and 'the way I want', takes 7-15 minutes. **Results**: Scores on 2 scales producing four Types. **Reports**: graphic scores report and narrative feedback report. **Description**: a sub-set of the TDI®, it produces four Types that have characteristically different learning and influencing styles. **Benefits**: quick and easy-to-use; on paper or online; no training required; can be used as a stepping-stone to Psychological Type but without the complexity; results are easy to recognise, remember and use for a variety of purposes. **When to use**: when time is short; as a stand-alone exploration of individual differences; as an initial introduction to the TDI® model before a more extensive intervention; as part of a progressive programme to increase self-awareness and improving team relationships; when the focus is on how we learn. Support Material**:** *"The Essential Guide Series - Psychological Type"* and *"The Essential Guide Series - Learning Styles using Psychological Type"*

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The Type Dynamics Indicator – TDI®
Questionnaire: ▪ Word version Is - a 64-item questionnaire (phrases and word pairs), 6-point scale, takes 10-20 minutes; ▪ Pictorial version Is - a 48-item questionnaire (pictures and words) 6-point scale, takes 8-12 minutes; ▪ Word version Is/Want - a 64-item questionnaire (phrases and word pairs), 6-point scale answered 'the way it is' and 'the way I want', takes 15-25 minutes. **Results**: Scores on 4 scales producing sixteen Types. **Reports**: 4 page graphic of scores, 6 page narrative feedback, 8 page career explorer, 13 page Type at Work report. **Description**: produces sixteen Types based on identifying preferences for the 4 dichotomies of Extraversion-Introversion, Sensing-iNtuition, Thinking-Feeling, Judging-Perceiving. Each Type can be examined through different lenses – Learning Styles, Life Functions, Temperaments, and Team Roles (as detailed in *"The Essential Guide Series - Psychological Type"*). **Benefits**: quick and easy-to-use; positive reaction from test-takers; uses a recognised model which is reliably measured; available with high quality training; resources available to draw out the many implications for teams and individuals. **When to use**: exploring self-awareness; considering career options; developing team or personal relationships; building leadership capability. **Support Material**: *"The Essential Guide Series - Psychological Type"* and *"The Essential Guide Series - Psychological Type at Work";* also can be used with the many publications on the market which are based on Psychological Type.

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The Type Dynamics Indicator Function Sorter (TDI® – fs)
Questionnaire: This questionnaire is in development. It is being designed to identify directly the dominant, auxiliary, tertiary and inferior functions. The approach commonly used to do this is based on a logical algorithm which, in the TDI® author's experience, often identifies the wrong dominant. Not only can the rationale used be disputed, but also there is a dearth of empirical evidence for its validity and yet it is often presented as fact. The TDI® Is will provide a more rigorous method for working with this aspect of Jung's theory.

Who should use the TDI® and LSI?

Since the TDI® is a series of questionnaires; different users can choose the version which fits their purpose. The broad categories are as follows:

- Individuals who wish to obtain some feedback concerning their style can complete the LSI and the TDI® (Is versions) and obtain comprehensive reports. These versions of the TDI® are available to buy-online only for self-solicited purposes and not at the request of a third party. No training is required to complete and receive the report;
- Facilitators who wish to introduce the concept of Learning Styles can use the LSI (Is version). People who use other Learning Styles questionnaires may benefit from using the LSI if they want to introduce Team Roles and Psychological Type at a later date. This version of the LSI is available to facilitators without training but a one-day familiarisation day is recommended;
- Facilitators and Coaches who wish to introduce the concept of Psychological Type can use the TDI® (both Is and Is/Want versions). Training is required for those wishing to use these questionnaires and this training can form part of an internationally recognised qualification in Psychological Type with certification issued by the British Psychological Society).

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Why create the TDI® and LSI? – reasons for development

This manual describes how the Type Dynamics Indicator came into being. It is the culmination of many years working in the field of personal, team and relationships development. Many influences have contributed to its development but the most significant is the work of Carl Jung. The second most important influence is Isabelle Briggs Myers. Through her development of the MBTI® she has managed to bring many people into contact with some of Jung's ideas in a very positive way. However, Jung, Myers and most others in the field of human development recognise that people's strengths can also become their weaknesses. Ironically, this has happened with the use of the MBTI® which, having simplified Jung's ideas making it easy to introduce and absorb (its strength), has resulted in widespread use which often over-simplifies and sometimes leads to a superficial and rigid application of Jung's ideas (its weakness).

The challenge was to develop an approach which would not lose the benefits of simplification but which would, nevertheless, make it easier for people to use the greater richness and depth of Jung's approach. At their simplest, Type Indicators have become convergent – they can be 'letter generators' simply producing a descriptive report based on reported preferences and the goal is to identify 'true Type' or 'best fit Type'. This means that the process is seen to have a goal where the destination is the 'right letter' which all too often can become an excuse for limiting people and introducing a rigidity of belief about Type and change and flexibility. Whilst it is not a necessary consequence of using Type Indicators it happens too often and does not fit with the dynamic natures of Type as conceived by Jung. The TDI® has been designed to provide a better starting point for helping people to understand and access the different sides of their personality which then provides a better framework for introducing behavioural flexibility and adaptation to circumstances. By allowing people to express more than a simple 'modal' (i.e. an 'average' or 'typical' or 'natural') preference the TDI® can identify sub-components of a person's identity. The result is that most people identify preferences for more than one Type. This begins the process with a question rather than an answer and naturally leads to a more divergent process of exploring a person's different sides. Using the TDI® is more likely to identify uncertainties and tensions within the person rather than glossing over them.

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This serves to heighten awareness which is not only the key to personal and relational development but also fundamental to much modern thinking about leadership development. The TDI® therefore provides a more natural starting point for a divergent process (i.e. a journey rather than a destination).

However, since not everyone is ready for the journey, the TDI® has maintained the simplicity found in other instruments and provides ways to move into the divergent process progressively. By using the LSI, a sub-set of the TDI®, users can not only address Learning Styles directly but also introduce a model which is simpler (4 Types) from which the greater complexity and detail of the 16 Types can be extended. This avoids the need to introduce one model on Learning Styles and then a different model on Psychological Type – the two complement and build on each other.

Broad conceptual background to the TDI® and its Jungian roots

Imagine someone who goes to work every day and 'cheats' – either by stealing from his employer, not putting in a full day's work or convincing clients to buy goods that do not deliver all the claims made for them. This same man may also find himself unable to lie to his wife or go out for dinner without wearing a shirt and tie. He is clearly bound by certain rules of convention and moral principles which can appear inconsistent or even contradictory. However, investigation of many people's lives will reveal many such contradictions. The reality is that this is an integral part of our individualism, our psyche and our personality. The question of how we manage to balance these different rules, our multiple feelings and our varied range of behaviours may seem too complex. Most personality questionnaires have bucked the issue. Instead, they ask people to identify 'the most natural' or 'the behaviour which is most common' or 'the average of situations'. This is predicated on a concept of an average, modal or core personality which is easier to fit to a traditional psychometric model. However, for Jung this was unacceptable as demonstrated in his comments on the MBTI®. His purpose was not to understand personality by simplifying it to 'that which is easy to measure'. Rather he wanted to gain greater understanding of a complex and sometimes turbulent psyche by capturing some core themes which provide a 'freeze frame' to be examined before reconnecting his ideas to a reality which is that people are dynamic and complex.

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Clearly a skilled facilitator, counsellor or therapist can make this happen using any starting point. However, the TDI® has been developed to help both the skilled and the less skilled by providing a different starting point. It steers the less skilled towards a more real and exploratory process and acts as an accelerator for the more highly skilled. This is achieved by building on a key element of Jung's ideas which is his concept of "sub-personalities". Through his work as a psychotherapist, Jung came to recognise that people have many different energies that co-exist and are expressed through a continuing dynamic balancing act and this is not just in therapeutic cases. For example, a teenage daughter can be seen balancing very different energies when she is being moody and morose at the dinner table but, as soon as the phone rings, she switches to become cheerful and interactive. There are countless such examples from everyday life which illustrate how people's different energies co-exist. Some psychologists prefer to view these as moods but Jung's concept of sub-personalities provides an alternative, and possibly more useful, approach to understanding and using this energy positively. This approach recasts personality as 'the manner and process by which we manage the mix of very different elements within us – including some which are unconscious'. It is perhaps time to acknowledge that the conception of personality as being composed of one main or central element is an assumption that has dominated its measurement because it fits the models that psychometricians use. This does not make it right and the model of the psyche suggested by Jung, which he proposed after pushing the boundaries of a technique called free association, is at least as plausible. Jung's scientific orientations led him to investigate free association more scientifically and he began to record the time between a stimulus word and a response. This led him to discover patterns in the words where individuals were significantly slower in making their associations. Sometimes the patterns identified inner conflicts that absorbed large amounts of energy and influenced behaviour in ways that the individual was unaware and he called these patterns "complexes". Whilst this has pathological undertones, we can still see the same process at work in many areas of normal functioning.

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Thus Jung's concept of the psyche is of a dynamic, moving, often paradoxical range of energies that form a self-regulating system – no surprise, therefore, that psychometricians have steered away from this approach! It is also a paradox that Jung is best-known for his work on Psychological Type – a model that can seem to be the antithesis of such a dynamic model. However, Jung was well aware of this and wrote that his intention when creating Psychological Type **was not** classification but **was** to create a language for describing the functional interplay of elements and energies within the psyche. He repeatedly says how classification does not interest him.

As previously stated, the TDI® has been developed to provide a simple yet useful stepping stone into these powerful ideas. If it can lead people more naturally towards this concept of a dynamic interplay of energies and away from a classificatory tool it will have achieved its purpose.

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We hope you have enjoyed exploring this free introductory version of the Type Dynamics Indicator User's Guide. We would be delighted to get your feedback and to discuss your thoughts and reactions.

In addition, we hope that you have got a flavour of what the Type Dynamics Indicator (TDI®) is all about. We realise that not all the features that make this approach innovative and practical have been explained, but you will get some idea by referring to the Table of Contents.

If you are interested in the complete version, (normally provided to our affiliated partners and clients as part of our training courses) or in discussing your interest further, we welcome you to get in touch by filling in the Contact Form

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